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Executive Summary

For more than six decades, Volunteer New York!, formerly known as The Volunteer Center of United Way, has been the one-stop resource devoted to increasing volunteerism in Westchester County, New York. For the past 42 years, Volunteer New York! has been RSVP of Westchester's sole sponsor. With our sponsorship, RSVP of Westchester has maintained a successful history of connecting older adult volunteers with volunteer opportunities that address pressing community needs while improving their own lives by staying active and civically involved.

For the proposed grant period, an estimated 836 unduplicated RSVP of Westchester volunteers will perform activities aligned with four Focus Areas. In our Primary Focus Area, Education, volunteers will serve as tutors and mentors in programs targeting at-risk youth. Healthy Futures Focus Area volunteers will fill the support gap to help improve the health and healthy choices of adults who are aging in place. Economic Opportunity Focus Area volunteers will provide support/counseling/training to hard-to-employ individuals. Veterans and Military Families Focus Area volunteers will support the operations of the Veterans Administration's food pantry system that serves low-income outpatients and their families. Other Community Need Priorities and Capacity Building volunteers will serve local hospitals, museums and other nonprofits.

At the end of the three year grant, key outcomes in our primary Focus Area of Education will include documented increases in the numbers of K-12 student participants in one of our RSVP mentoring or tutoring or other education programs who show improvement in academic performance in literacy and/or math, in academic engagement and in attitude toward school.

The CNCS federal investment of \$106,734.00 will be supplemented by \$84,549 in non-federal resources.

Strengthening Communities

The contrast between the reputation and reality of Westchester County make it a prime location to utilize volunteer power to address issues of education, health, economic opportunities, and veteran support. Here, just north of New York City, a history of prosperous growth has cultivated a reputation of affluence for all 949,113 residents. In reality, there is poverty in the county and the income inequality is stark: the top fifth of residents earns 20 times what the bottom fifth earns; this is one of the widest income gaps in the nation. The cost of living in Westchester is 49 percent higher than the national average. The federal poverty level for a family of four is at or below \$23,550, but the estimated income needed to live in Westchester is \$63,200. Finding a job that pays well enough to

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overcome economic insecurity is extremely difficult for many. There is also a struggle to find affordable housing, especially within those school districts with deep educational resources. Hunger is another reality that would be surprising to many. Almost 53% of the hungry people served by the Food Bank for Westchester live on income at/or below the poverty level. Half of the estimated 200,000 Westchester residents who are hungry or at risk of hunger are seniors; a third are children age 18 or younger.

The County's population rose by 2.8 percent between 2000 and 2010. Residents live in 45 unique cities, towns and villages of varied socio economic levels. 2010 U.S. Census figures show that all six of the County's cities (Yonkers, New Rochelle, Mount Vernon, Peekskill, Rye and White Plains) experienced growth since the last census. This is of note because urban areas have larger minority populations and children of minority races or ethnicities are twice as likely to live in poverty, according to a report presented by the Westchester Children's Association, an organization that has been advocating for the needs of the county's children since 1914.

Poverty plays a significant role in the community's needs. In the years 2008-2012, 9.3 percent of Westchester's population as a whole fell below the poverty line. According to the 2008 "Enduring Influences of Childhood Poverty" report prepared by the University of Wisconsin-Madison, Institute for Research on Poverty, one in eight children in Westchester live in families at or below the poverty level. Moreover, one in four children in Westchester live in families at or below 200 percent of the poverty level. This report connects childhood poverty to many undesirable outcomes including reduced academic attainment, among others.

Census data reveals that Westchester has been transformed in the last two decades by growth in its Latino and Asian populations, and by an increasing number of inhabitants who were born in other countries. Inhabitants of Latino heritage now account for 21.8 percent of all people living in Westchester County, and African-American residents are 15.9 percent of the population. The numbers of people living here who claim Asian heritage increased by 24.9 percent in the last decade, up to 6.1 percent of the total population. As of 2012, 24.7 percent of the population was born in another country.

Statistics reveal not only a significant change in terms of population growth and income level but also in population age. Since 2000, the adult population age 60 and older has increased by 14.9 percent with the highest area of growth in the 85+ bracket. There was a 28.7 percent increase in persons 85 and over from 2000 to 2010. The Westchester County Department of Senior Programs and Services projects that the 60 and over population will reach 230,000 by 2020, over 20 percent of the county's

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population.

This demographic and economic data and their impact on the Westchester community and security of its residents provide impetus and opportunity for RSVP of Westchester to harness the talents and expertise of volunteers 55+ in the following National Focus Areas:

Focus Area (Primary): Education

Community Need: Supporting Education in some of the poorest areas will be RSVP's of Westchester primary focus area during this grant cycle. Workers with lower educational achievement are likely to face declining wages and job prospects for the foreseeable future, according to the Westchester Children's Association, and in Westchester this will continue to fuel stark differences between county adults 25+ who have a graduate or professional degree (will earn \$91,718 annually) and those have a high school or GED (\$30,599) or drop out (\$20,842).

In 2013, 59.4% of Westchester public school third graders did NOT meet grade level standards. In Yonkers, as of 2012, 15.6 percent of the city's 195,976 residents live at or below the poverty rate (as compared to the New York State average of 14.9 percent). In 2012, the school district reported that 28 percent of its students did not graduate. In 2014, according to the New York State Department of Education, of the 11,061 students in grades 3-8 tested on state standardized tests for English Language Arts, only 19 percent scored as proficient. This contrasted with 31.1 percent of students in grades 3-8 across the state that met or exceeded the English Language Arts proficiency standard.

According to the Mount Vernon School District, Mount Vernon's dropout rate was 34.2%. For the 2012-2013 school year, 76 percent were African-American and 17 percent were Latino. A full 6,262 students were reported as economically disadvantaged (77 percent). Of all 614 third-grade students there who were tested in standardized tests in English Language Arts, only 17 percent scored as proficient by New York State standards.

Studies demonstrate that mentoring and tutoring can make a powerful impact on the academic futures of schoolchildren of all backgrounds. For example, a random assignment study of Big Brothers Big Sisters school-based mentoring programs in 2007 found that by the end of the program's first school year, children's outcomes improved in a range of areas, including their academic attitudes, performance and behaviors. Also, research shows that students who meet regularly with mentors are 52 percent less likely than their peers to skip a day of school and 37 percent less likely to skip a class. RSVP Volunteers will focus on improving student academic performance in some of the county's poorest communities including Yonkers and Mount Vernon, as well as in White Plains and Elmsford, local districts with some of the highest percentages of limited English-proficient students as of 2012.

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We know from experience that our RSVP volunteers are uniquely suited to promote literacy and academic success.

Service Activities -- K-12 Success

RSVP Volunteers will seek to improve student's academic engagement and performance by tutoring and mentoring. JCY-Westchester Community Partners' tutoring program, Students and Mature Adults Read Together, or SMART, is RSVP of Westchester's largest station. The program serves children in 25 public schools in Yonkers, White Plains, Elmsford and Mount Vernon.

RSVP volunteers receive specialized training and support children in grades K-8 to improve their literacy and academic skills, offering individualized attention, with an intergenerational literacy program. Specifically, volunteers focus on providing support in decoding words, vocabulary definitions, context clues and story predictions. SMART targets students who read below grade level. The Yonkers public school district has reported that students supported by the SMART program scored higher on reading assessment tests. Mentors administer two written evaluations: at mid-year to track changes in students' attitudes toward reading, and at year-end to track student's improvements in English skills. Mentors maintain a log book of sessions that can be reviewed later with teachers for program management and evaluation purposes. Data collection systems are in place to report on number of students served, number of mentors engaged, number of tutoring/mentoring sessions held, number of volunteer training sessions, number of hours, percent of students who improved their English skills as a result of tutoring, percent of students who classified tutoring/mentoring as being helpful, and the percent of students who improved their attitude toward school. RSVP volunteers will also serve at the Mount Vernon Youth Bureau Intergenerational Program supporting the academic needs of students.

RSVP volunteers will engage in additional tutoring/mentoring at the Hillside Elementary School Hastings-on-Hudson and with the Family Service Society of Yonkers. Both programs will maintain an attendance and activity log recording student name, teacher, assignment and outcome of the session.

RSVP volunteers will serve as readers with the Open Book program at the Westchester Medical Center, the county's primary public hospital, where volunteers read to children up to five years old in a pediatrician's reading area, and speak with their parents about the importance of literacy and reading. Log books tracking student name, grade, teacher, class number and reading assignment will be created and maintained.

Focus Area: Healthy Futures

Community Need: Support for the significant and rising number of those aged 60 and up who live in

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Westchester will be an area of focus for RSVP of Westchester, while serving to keep the volunteers themselves actively engaged. The New York State Office for the Aging projects there will be 253,132 individuals ages 60 and up in Westchester by the year 2040. An estimated 56,648 of adults 60+ have disabilities, and an estimated 44,357 are considered to be part of minority populations, with this latter figure likely to nearly quadruple by 2040. According to Census data, 49,211 persons aged 60+, representing 25.6 percent of all Westchester seniors, were living alone. Nearly 90 percent of people over age 65 indicate they want to stay in their home as long as possible.

In Westchester, transportation has been identified as a particularly important need. In 2012, 700 people responded to a federally mandated "Priority Pulse" survey conducted by the county's Department of Senior Programs and Services, and transportation was widely cited as both the greatest overall need for Westchester County seniors today, and their greatest anticipated need in the future. According to the National Center on Senior Transportation, "senior transportation has an incredible impact on older adults' ability to remain independent, age in place and stay meaningfully connected to their community. This is verified by research, experts in the field and older adults themselves, through participation in focus groups, surveys and other research. Without such support, older adults' worlds shrink, they become isolated, and often their health and well-being will quickly deteriorate, resulting in unnecessary institutionalization."

A significant number of RSVP volunteers will serve in the Healthy Futures Focus Area with the objectives being Aging in Place, Obesity and Food and Access to Care.

Service Activities -- Aging in Place

RSVP volunteers will continue to provide rides to and from doctor's appointment, pharmacies, and grocery stores to homebound elderly or disabled clients as needed. Stations serve an array of communities, including the poorer cities mentioned in the Education section, as well as extending into less populated sections of Northern Westchester where mass transportation options are fewer and distances are greater.

The four stations are At Home in Somers and FISH of Heritage Hills (Northern Westchester), At Home on the Sound (Southern Westchester), and RideConnect (county wide).

FISH of Heritage Hill's program coordinators have shared the following client feedback "Without the rides to my physical therapy, I would not be able to walk again," and "Without a driver, I could not take care of myself. They all help keep me going."

Dispatching logs are maintained with names and contact information of the participants. For medical appointments, the logs include the location of the doctor's office as well as date and time of the

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medical appointment. FISH distributes an annual client satisfaction survey.

Service Activity -- Obesity and Food

Ensuring isolated older adults receive a nutritionally balanced meal also impacts seniors' ability to remain in their own homes with the same or improved quality of life for as long as possible. RSVP volunteers will prepare and serve meals and pack emergency food packages at four stations: the Hugh Doyle Senior Center in New Rochelle, the Mount Vernon Armory Senior Center, the Supplemental Nutrition Assistance Program and the Wartburg Adult Care Community, with multiple locations. Volunteers' efforts for these stations will continue to be measured by the gathering and analysis of such quantitative and qualitative instruments as volunteer time-sheets, dispatcher logs, client evaluation forms, and mid-year and end-term surveys.

Service Activity: Access to Care

As of July 1, 2012, 147,906 Westchester County older adults were enrolled in Medicare coverage, according to the Centers for Medicare and Medicaid Services. A 2013 countywide survey on health concerns conducted by the United Way of Westchester and Putnam showed that top health-related concerns facing older adults were dealing with chronic illness, access to affordable healthcare, access to affordable home care, isolated/don't know neighbors, and access to prescription medication. Education is a key component in helping local residents confront these challenges.

We will continue to deploy RSVP volunteers to the "Seniors Out Speaking" Medicare Rights community informational outreach program of the Westchester Library System. Through this program, volunteers make brief presentations and distribute printed materials on Medicare benefits to older adults at community locations and libraries across the county, summarizing changes and important facts about Medicare to seniors, and answering individual Medicare questions. Volunteers are briefed monthly on changes in rules and benefits that they incorporate into their presentations. Surveys are conducted to ascertain how much recipients of this information learned about Medicare.

Focus Area: Economic Opportunity

Community Needs: The U.S. Bureau of Labor Statistics reported that the unemployment rate in Westchester in June 2014 was 5.1 percent. It is higher in municipalities such as the city of Yonkers, where the rate in April 2014 was 5.7 percent. Employers are demanding higher skill levels than ever before from their workforce and new hires, expecting high levels of productivity, motivation and technological savvy to meet employers' critical needs.

Service Activities: Employment

Three RSVP of Westchester stations support disadvantaged individuals seeking employment with job

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preparation, training and placement support services. They are FSWorksearch, the Job Readiness Through Volunteerism program at Volunteer New York! and Conversation Partners at Westchester Community College.

At FSWorksearch, RSVP Volunteers act as job developers and counselors, and provide training. The program helps adults over the age of 40 with their job search. RSVP members assesses the clients' needs and then help in ways such as developing their electronic resume, job search navigation, and resource information on job postings and employers. All RSVP members that serve at FSWorksearch have prior professional experience in the field of human resources. Volunteers maintain a client activity log which tracks client contact information, date, and duration of the session.

In a recent study published by CNCS, volunteering is associated with an increased likelihood of finding employment for all volunteers regardless of a person's gender, age, ethnicity, geographical area, or job market conditions. CNCS reported that volunteers have 27 percent higher odds of finding a job after being out of work than non-volunteers. The Job Readiness Through Volunteerism (JRTV) program is designed to help job seekers recognize the value of volunteering to strengthen their job search, successfully incorporate their volunteer service into a stronger resume and interview, and introduce them to Volunteer New York! as an important resource to connect to volunteer opportunities to build social and human capital. At this station, RSVP volunteers help adolescent job seekers, victims of domestic violence, persons with disabilities, persons recovering from substance abuse and persons who are unemployed. Services include presenting information on the benefits of volunteers and resources for finding a volunteer opportunity, and a comprehensive "how-to" curriculum that includes mock interviews, resume critique and small group discussions. JRTV volunteers administer a Confidence Scale survey to participants at the end of every workshop, with a goal that 65 percent of job seekers will experience an improved attitude toward finding a job and higher confidence levels.

At Westchester Community College, RSVP volunteers help students improve their writing skills. The RSVP volunteers also support students studying English as a Second Language (ESL) with their daily English speaking skills. Working together one hour a week, Conversation Partner volunteers help their students with vocabulary, fluency, and developing confidence in their newly acquired language.

Focus Area: Veterans and Military Families

Community Need

According to the U.S. Census, from 2008-2012, 41,030 veterans lived in Westchester County. Food access and affordability is a challenge facing veterans. The nation's largest food bank network, Feeding America, recently estimated that 620,000 households that seek food assistance from a

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Feeding America agency each year include at least one member who is currently serving in the U.S. military, meaning 20 percent of households served by its food pantries include someone who is a veteran or who has served in the U.S. military. In addition, during the time of analysis of the American Community Survey of the U.S. Census Bureau conducted from 2009 to 2011, there were 69,900 veterans living in households that received federal Supplemental Nutrition Assistance Program (SNAP, formerly called food stamp) benefits to pay for food.

Service Activities: Veterans and Military Families Served

The Veterans Administration Hudson Valley Healthcare System food pantry serves low-income outpatients and their families. The program is supplied with food by several nonprofit organizations and by food donated through internal VA food drives. RSVP volunteers are involved in the overall operations of the food bank including staffing, ordering food, and coordinating food drives. Volunteers maintain regularly scheduled operating hours on both campuses and maintain records of veterans and families served by the program. The program was awarded one of four Hospital Awards for Volunteer Excellence by the American Hospital Association in 2012. An activity sheet which includes the name of the veteran, address, items provided and number of individuals in their household tracks program outcomes.

Focus Area: Capacity Building

Community Need

Local nonprofits face myriad needs in confronting important service delivery, fund-raising and program planning challenges to better address community needs, and in improving organizational management. Their success is all the more important to the overall strength of Westchester because the nonprofit sector is the largest industry employer in county, generating \$6.9 billion in revenues, according to a 2014 report by Johns Hopkins University.

The concern for the vitality of more than 1300 local nonprofits prompted creation of NonProfit Westchester in 2012, of which Volunteer New York! is a founding member. NonProfit Westchester advocates for the needs of nonprofit organizations in Westchester County, provides technical assistance, gathers and analyzes data, shares resources among its members, considers shared service and group purchasing possibilities, convenes sector-specific special events, and facilitates topical discussion and policy planning forums.

Service Activities: Capacity Building

RSVP volunteers now serve in capacity-building, fund-raising and board of director membership roles at two aging-in-place organizations, At Home on the Sound, in the municipalities of Larchmont and

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Mamaroneck, and At Home in Somers, whose work is described, in part, above in the Healthy Futures Focus Area section. Their work helps to orient their organizations to grow and operate in increasingly complex environments and structure themselves strategically to meet pressing human needs.

A third station, Volunteer New York!, deploys RSVP volunteers in a number of ways that support organizational growth and capacity. It helps organize the RSVP Advisory Committee and, in 2014, engaged RSVP volunteers to take part in a skills-based volunteer symposium, by which the organization canvassed 15 nonprofit organizations around Westchester County to assess their need for pro bono services, and then recruited volunteers to fill identified project roles. RSVP volunteers were instrumental to the conceptualization and implementation of this innovative effort.

The RSVP Director creates and distributes agency satisfaction surveys at the end of the fiscal year to each station.

Other Community Need Priorities

In addition to making a major impact on the quality of life and future well-being of Westchester residents through these national Focus Areas, our RSVP volunteers also meet a variety of other community needs. RSVP volunteers make a difference by working with the nonprofit organization Hospice and Palliative Care of Westchester. In a 2010 survey, family members of hospice patients positively evaluated the work of such volunteers, particularly in providing a respite from the demands of caring for their loved one. Volunteers were also cited for providing emotional support, spending time with them, and helping them with important information.

A 2009 study in Health Care Management Review found that having volunteers serving in a hospital had a direct relationship on patient satisfaction levels. Our RSVP volunteers also help with a variety of patient support activities at Lawrence Hospital in Bronxville, St. John's Riverside Hospital in Yonkers, St. Joseph's Medical Center in Yonkers, and Montefiore Medical Center in Mt Vernon and New Rochelle. They act as greeters, patient care advocates and patient companions.

A group of RSVP volunteers also serves with the Evergreen Club, an Asian-American organization centrally located in the town of Greenburgh that support the social, emotional and educational needs of older adults in this minority community.

At the Hudson River Museum in Yonkers, RSVP volunteers serve as trained docents. The museum is a popular destination for seniors, school groups as well as veterans and their families. Each volunteer makes a commitment to give tours of the exhibitions one day per week.

RSVP volunteers also help with a variety of projects at March of Dimes National Headquarters in White Plains, which funds lifesaving research and programs and works to end premature birth, birth

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defects and infant mortality.

Recruitment and Development

New York State currently ranks 50th out of 51 states and the District of Columbia in terms of the percentage of people who volunteer. None of the municipalities in Westchester currently rank in the top 50. As such, we know there is great potential to engage more people to serve locally. RSVP of Westchester will continue to recruit a volunteer base reflective of the County, including age, gender, geography and ethnicity. Recruitment will target our four identified focus areas: Education; Healthy Futures; Economic Opportunity and Veterans and Military Families. Lastly, as a result of a strategic plan which called for making Westchester a beacon of volunteerism, in April 2014, Volunteer New York! rebranded and launched a marketing campaign to direct volunteer power to build even stronger, more resilient communities. RSVP of Westchester will benefit from this clarion call to action. The following are the expected RSVP specific marketing and recruiting activities aimed at meeting our recruitment goals: print marketing materials specifically targeting older adults; include the agency's website address on all literature and promotional materials in order to increase the number of people who visit our website and access information about volunteering; order promotional give-a-ways with our web address for distribution; create specialty volunteer opportunity listings for target audiences; offer municipalities the option to link to the Volunteer New York! website and/or to volunteer opportunities that specifically impact their city as a vehicle to building better partnerships with our towns and cities; cultivate relationships with retail businesses, libraries and other public locations popular with younger Baby Boomers such as health clubs and continuing education programs at colleges where the RSVP program can display promotional piece on volunteering; increase media exposure in prominent local newspapers, television and radio stations; create and send out press releases; publish targeted RSVP articles in Volunteer New York's bi-weekly electronic newsletter (10,000 recipients) ; and provide real life stories on RSVP impact volunteer opportunities and link them to related critical community needs highlighted on the website.

Further, Volunteer New York! has also recently initiated a new planning process to conduct targeted volunteer recruitment outreach, including for the RSVP program, to diverse populations across Westchester County using a thematic marketing and outreach calendar. For example, September and October (designated as Hispanic Heritage Month) will emphasize recruitment events and targeted information dissemination to Latino members of the community. In November, there will be concerted effort on the recruitment of drivers, mentors, readers and tutors in advance of Veterans Day. Similar recruitment efforts will be launched during National Mentoring Month in January; for

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Older Americans Month in May, which includes Senior Corps Week and a large local Salute to Seniors celebration that is sponsored by the Westchester County Department of Senior Programs and Services; and in August in preparation for the beginning of the K-12 public school year, which occurs here in early September.

We also believe in building partnerships and implementing innovative recruitment strategies. To that end, with our Education Focus area in mind, our program has begun a process by which retired teachers affiliated with Southern Westchester BOCES (Board of Cooperative Educational Services) are recruited to serve as tutors and mentors.

To advance recruitment for RSVP volunteers for the Healthy Futures Focus Area specifically in Yonkers, our program has coordinated with the Yonkers Office of the Aging and locally run programs -- the Center for Aging in Place, Yonkers 55Plus, and a local office of Family Services of Westchester - - to promote volunteer opportunities utilizing our own social media as well as a targeted municipal mailing.

Our capacity to recruit veterans and family members of members of the U.S. armed forces to become RSVP volunteers has also been enhanced recently by our employing a military veteran as an AmeriCorps member. This person will support our community outreach efforts especially to those organizations and agencies that provide human services and volunteer opportunities to veterans and their families.

Regardless of the area of focus, once volunteers have been recruited, RSVP will work to ensure a high quality experience for all. The three primary strategies for doing so are:

- 1) Maintain close communication via email, phone, and in person site visits with our stations so that meaningful high quality volunteer assignments can be developed and ongoing feedback provided. RSVP also supports the stations so that they are better prepared to manage the volunteers when they arrive. Annually, RSVP stations are invited to attend a RSVP Station meeting. The meeting provides a forum for greater agency collaboration, sharing of best practices and professional development. In 2014, 27 stations heard a presentation from the Director of Regional Volunteerism for Volunteer New York! on the "Recruitment" module of New York State ROSES Volunteer Management training.
- 2) Provide leadership and personal development opportunities for volunteers. We collaborate with stations to ensure that training is provided to volunteers within their areas of specialty and subject matter. For example, through JCY-Westchester Community Partners, volunteers are given training by school district staff in tutoring techniques. Their "Volunteer Instructional Education Workshops" include training in how to help students with vocabulary, pronunciation, phonetics and

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comprehension. Sessions also introduce strategies toward more effective mentoring and practical ways to structure mentor sessions with students, while providing opportunities for mentors to share successes and ask questions of each other. Similarly, Open Book reading volunteers receive training through the distribution of mentoring resource guides and the "Seniors Out Speaking" program holds monthly training to update volunteers on the latest Medicare technical information needed to update their presentations.

We also seek to develop meaningful leadership roles to improve volunteers' skills. For example, in 2013, we expanded our Community Ambassador (CA) program. Ambassadors receive training so that they can become recruiters and representatives for RSVP and Volunteer New York! at events and fairs throughout Westchester County. Annually, we bring the Community Ambassadors together for professional development and experience sharing.

3) Cultivate strong volunteer relations. Through phone conversations and in-person meetings, RSVP identifies the volunteer's interests and passions and, utilizing the information acquired through their regular communications with the station, is able to match them to a highly fulfilling and outcomes-oriented volunteer assignment. It is critical that volunteers feel connected not only to the station for which they are volunteering but also to the larger national service movement and their local RSVP representative. As such, in addition to the new volunteer welcome packet, our RSVP Director sends personalized welcome e-mails to new volunteers so that members understand that there is a "customer service representative" they can contact should any challenges with their volunteer assignment emerge. RSVP conducts volunteer orientations at stations during the year at which national Focus Areas are discussed.

Volunteer recognition takes on many forms. All RSVP volunteers are invited to attend annual volunteer recognition events hosted by a nonprofit such as a local museum or film center. RSVP volunteers receive free admission, light lunch, recognition certificates and guided tours. For the past two years, the Mayors of the cities of Yonkers and New Rochelle have recognized the work of RSVP volunteers in formal ceremonies held at their respective City Halls. In addition, the stations with the highest volunteer hours are recognized and spotlighted via social media such as on Facebook, Twitter and LinkedIn.

Program Management

Volunteer New York! has dedicated staff members focusing on strengthening the relationships with the nonprofit community to ensure successful collaborative efforts. By focusing staff time on agency relations, we are in a better position to understand the needs of the nonprofit community, and thus

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more able to provide impact data to funders and other stakeholders.

In addition, we are very proud of the RSVP of Westchester Advisory Committee, whose Chair serves on the Volunteer New York! Board as Ex-Officio.

Advisory committee members are our ultimate ambassadors in the community, helping to raise awareness and identify potential strategic collaborations and partnerships. They are representatives of the nonprofit community, business leaders and other skilled professionals. They provide feedback to RSVP on its initiatives in order to ensure the program is meeting community needs and fulfilling pre-identified national Focus Area outputs and outcomes. The RSVP Advisory Committee consists of fourteen RSVP-elected members and two members of the board of directors of Volunteer New York! The RSVP team holds regular monthly meetings to discuss program objectives, challenges and successes. Regular meetings are also held with Volunteer New York!'s Executive Director and volunteer management staff to identify agency needs and opportunities for collaboration.

The RSVP Advisory Committee provides input into an annual program evaluation survey administered by Volunteer New York! that measures the accomplishments and impact of each project. Impact data is also summarized by staff and reported to the Advisory Committee. The committee makes recommendations to the Program Director to reflect the surveys and evaluation. Annually, RSVP will review community needs assessments provided by United Way of Westchester and Putnam and the Westchester County Department of Senior Programs and Services as well as other key community entities to ascertain emerging, unmet, and ongoing priority needs and will reach out to potential partners to develop volunteer assignments to meet these needs.

Volunteer New York! has two ways to manage and track volunteers and volunteer opportunities. HandsOn Connect (HOC) is an online cloud-based database that allows nonprofit agencies to post traditional volunteer opportunities; to support recruitment of volunteers during Volunteer New York's large scale events community-wide action days; to manage volunteers in a disaster situation; to manage groups of volunteers; to use an integrated communications system to easily communicate with one or all of the volunteers at their organization; and to track volunteers and report hours online.

In addition to the online database, placed RSVP volunteers continue to be tracked using "The Volunteer Reporter" software. This software allows us to track volunteer hours, placements, job descriptions, impact data, and station data as well as facilitates identification and collection of data and records needed for assessment purposes. Annual reports will be prepared for CNCS and as otherwise required.

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RSVP volunteers will be placed in agencies where their skills, experience and interests can be an advantage to the agency and the volunteer, and where the agencies agree to enter into a Memorandum of Understanding with RSVP. The Memorandum of Understanding will be executed every three years with the renewal of the grant. As part of their memorandums of understanding, stations agree to implement orientations, in-service instruction, and/or special training of volunteers; interview and make final decisions on the assignment of volunteers; and furnish volunteers with materials required for assignment.

Agencies will be contacted on an ongoing basis through site visits, e-newsletters and phone contact in order to learn of additional volunteer needs and provide technical assistance as requested. These contacts will be supplemented by the frequent conversations and site visits that occur with staff, related to volunteers and other pertinent issues. This ongoing communication will also help ensure that RSVP volunteers have been matched with a meaningful placement. Through phone conversations and in person meetings, RSVP identifies the volunteer's interests and passions and utilizing the information acquired through regular communication with the agency, is able to match them to a well-suited volunteer assignment.

Graduated stations will continue to receive support from Volunteer New York!'s other programs.

Organizational Capability

The sponsor of the Westchester County RSVP program, Volunteer New York! is a one-stop resource for all things volunteer in Westchester County. Volunteer New York! inspires, mobilizes and equips individuals and groups to take positive action to address pressing challenges, support nonprofits and strengthen the quality of life in our community. For over 60 years, we have encouraged adults to serve, youth to build character, families to bond, young professionals to excel as leaders, mature adults to stay engaged and businesses to address community needs. Through our online database at www.volunteernewyork.org, we match volunteers to meaningful opportunities every day. Last year we inspired more than 19,000 people to give back. Over 250,000 hours of service were devoted last year to 500 nonprofit agencies at a value of over \$8.2 million, per The Independent Sector. About \$2.7 million of that value was delivered by RSVP volunteers.

Volunteer New York! is not only the central place for volunteers to get matched to opportunities every day -- it is also where nonprofits and businesses come for training and support in creating effective volunteer programs that will have positive impact on the local communities and the quality of life of those who live and work here. Volunteer New York! refers every kind of volunteer from front line, to board members and consultants, to one-day service projects. We hold trainings throughout the year

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on best practices for volunteer programs as part of our efforts to bolster nonprofit agencies. We manage two community-wide volunteer events, MLK Day of Service and 9/11: Serve + Remember. Our Corporate Engagement Team offers one-stop shopping for employee volunteer programs. Volunteers of all stages of life and all ages can become engaged in the community by searching our website and choosing from hundreds of volunteer opportunities at more than 500 nonprofit organizations.

Volunteer New York! supports local nonprofits through organizing networking sessions to foster greater agency collaboration and sharing of best practices; mentoring to increase awareness so that new volunteer managers can connect with more experienced colleagues; and delivering group and individualized HandsOn Connect training to new and existing agency partners.

We have a strong social media presence: 1,196 friends on Facebook, 1,024 followers on Twitter and 993 followers on our company LinkedIn page (as of 09.07.14). A general e-newsletter goes to more than 10,000 individuals twice a month. An agency e-newsletter goes to more than 1,000 nonprofit professionals each month.

For two years in a row we have been named a "Top-Rated Nonprofit" by GreatNonprofits.org, based on online reviews from volunteers and nonprofit partners. Our Senior Director of Volunteer and Corporate Engagement was named a Rising Star by the Business Council of Westchester, our Director of Regional Programs is certified by the American Express Leadership Academy, and our Executive Director was named a Best Boss of Westchester by 914Inc Magazine and nationally recognized as one of the nation's top 10 CEO's in the Nonprofit Times for her use of Twitter.

Volunteer New York! operates with a 25-member board of directors, on which the chair of the RSVP Advisory Committee holds a seat. Board members include leaders in the worlds of business, academia, nonprofit services and community development, law, and the public sector.

The following staffing plan maximizes Volunteer New York!'s ability to mobilize age 55+ volunteers in Westchester County by drawing on the talents of many of our staff. Positions that support RSVP include:

Staff member: RSVP Director -- Rosario Samudio

Rosario has been the RSVP Director since December 2011. She has overall responsibility for RSVP, ensuring that all program goals are met and serving as the primary contact to CNCS. Her main day-to-day responsibilities include nurturing the relationships of nonprofit partners that engage RSVP volunteers, which is critical to our ability to assess the impact of the RSVP program. Rosario also manages the placement process for potential volunteers, and the RSVP volunteer recognition

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activities. Rosario has over 7 years of corporate experience in International Finance and nine years of experience working at nonprofit organizations primarily in program development and implementation. In addition to her Corporate and nonprofit expertise, she has a background in business education.

Staff Member: Communications Manager -- Tony Fasciano

Tony joined Volunteer New York! in May 2014 and is focusing his time and 10+ years of media expertise on communication and outreach, with the goal of generating additional volunteer prospects and raising awareness of the organization. He is involved in developing and executing marketing initiatives for RSVP. He will also be responsible for producing and maintaining all outreach materials, including the website, brochures, fliers and all other items, coordinating community outreach, including radio and TV appearances and other speaking engagements for paid and volunteer staff, and proactively soliciting print media coverage.

Staff Member: Office Manager -- Linda Bonci

Linda has provided general support to the RSVP program for the past ten years including managing the RSVP volunteer transportation reimbursement program and preparing and submitting vouchers for the contracts with Westchester County Department of Senior Programs and Services. Linda had a long career in the for-profit world as an office manager before joining Volunteer New York! in 1998.

Staff Member: Outreach Coordinator -- Brenda Wilkin

Brenda Wilkin is responsible for outreach and recruitment efforts, including cultivating relationships with agencies that address RSVP's focus areas, identifying volunteer opportunities, and recruiting volunteers 55+. Brenda has been working in nonprofits agencies for more than 20 years. She's been a volunteer, board member, executive director, and a nonprofit consultant. Understanding that the diverse contributions of the nonprofit organizations are critically important to the well-being of communities, Brenda is committed to doing all that she can to enhance the effectiveness of both nonprofits and volunteers

Staff Member: Senior Director, Volunteer and Corporate Engagement -- Jeanette Gisbert

Jeanette Gisbert has been with Volunteer New York! for six years. In her current role, she develops and evaluates overall organizational programmatic priorities and direction, including RSVP and all Volunteer outreach efforts. Previously, Jeanette was a Coordinator of Corporate Programs where she assisted local businesses develop or enhance their employee volunteer programs. Prior to joining Volunteer New York! Jeanette worked for seven years with New York Cares. As New York Cares' first Director of Volunteer Relations she was responsible for the recruitment and management of

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thousands of volunteers and hundreds of volunteer leaders. Jeanette served as an Americorps VISTA member. She holds a BS in Management from Boston College and an MPA from CUNY Baruch.

Staff Member: Service Events Manager -- Katie Pfeifer

Katie Pfeifer brings a strong professional and volunteer service background to her role as Service Events Manager. Her newest endeavor is Job Readiness Through Volunteerism, a program designed to increase awareness of job seekers of the valuable role volunteering can have on the community and to help them interpret their volunteer work into a stronger resume and interview. Prior to joining Volunteer New York!, Katie was the Program Coordinator for Back on My Feet in Philadelphia. Her responsibilities included outreach and recruitment of volunteers, analysis of program trends, strong collaboration with other staff and partners, and more. Before that, Katie worked at the National Council for Public-Private Partnerships in Arlington, Virginia while enrolled in the Masters in Public Policy degree program at The George Washington University. After graduating from Bucknell, Katie taught first grade in Louisiana, with a focus on reading and math.

Staff Member: Executive Director -- Alisa H. Kesten

Alisa H. Kesten, Executive Director, has over 25 years of experience in nonprofit, corporate and campaign management. Prior to becoming the Executive Director in January 2010, Kesten was Senior Associate at Douglas Gould & Company, a communications firm solely dedicated to nonprofit clients. She was the 2006 regional campaign coordinator for Senator Hillary Rodham Clinton, kindergarten teacher at Beth El Nursery School in New Rochelle, public affairs officer at Bankers Trust Company and program specialist at American Jewish Committee. Kesten is a past Board Chair of Volunteer New York! and an alumna of Leadership Westchester, a signature program of the organization. She serves on the board of The New Rochelle Public Library Foundation, the advisory board of Manhattanville College's Certificate Program in Nonprofit Leadership, the marketing and membership committees of NonProfit Westchester, and the Steering Committee of the Not-For-Profit Leadership Summit.

Staff Member: Volunteer Referral Manager/Database Administrator -- Elena DeForest

Elena joined the Volunteer New York team in July 2014. A large percentage of Elena's time is spent on matching adults 55+ to volunteer opportunities. While many of the volunteers that Volunteer New York serves utilize our web-based matching system, most of the older adults respond best to personal attention, including individual meetings and telephone conversations. While this takes more time than managing the online database, it is critical to our ability to meet the needs of older adults. Elena ensures that all eligible volunteers become RSVP members, and supports the RSVP Director in

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capacity building efforts of nonprofit partner agencies. Elena brings a diverse background of professional and personal experience to Volunteer New York!. She has a strong interest in nonprofit management and has held a previous position with Meals on Wheels Programs and Services of Rockland. She is a board member for her college Alumni Association as well as a co-founder of Alumni Outreach, a group that focuses on volunteerism among Dominican College Alumni.

Staff Member: Senior Director of Finance and Planning -- Geoffrey Schmits

Geoff joined Volunteer New York! in January 2011. Geoff is responsible for all budgeting, fiscal reporting, and accounting oversight for the RSVP program. Geoff has a long history in the nonprofit sector, having started his career as an attorney advocating for low-income families. He later moved into nonprofit management, serving in a number of capacities at Legal Services of the Hudson Valley -- as Grants Manager for six years and then as Director of Finance and Administration for five years. Geoff brings extensive experience in programmatic and fiscal management of government contracts, including managing federal funds from HUD and the Legal Services Corporation. Geoff works closely with the Executive Director, the Board of Directors, and the agency's auditors to ensure that Volunteer New York! has appropriate fiscal management systems in place.

Volunteer New York! has a staff policy and procedures manual, which outlines the roles and responsibilities of management, paid staff and volunteer staff. Staff meetings are held every two weeks to share knowledge and plan activities. Annual staff evaluations will anticipate and provide for staff education needs. RSVP of Westchester staff and advisory committee work closely with the Volunteer New York! board of directors to ensure that adequate resources are maintained to ensure continued success.

Other

N/A

PNS Amendment (if applicable)

N/A